

## MEMORANDUM FOR RECORD

SUBJECT: Trip Report, Recreation Management Support Program (RMSP) Fall 2001 Meeting

1. The subject meeting was held on 14-16 May 2002 in Nashville TN. An agenda and participant list is provided (attachment 1). The primary purpose of the meeting were to a) review the direction of existing RMSP work units and statements of need prepared by proponents. In addition, the Team deliberated on options for generating user fee revenue. A summary of Leadership Team member evaluations is provided as attachment 2.
2. On Wednesday morning, Jimmy Carver, Chair, Recreation Leadership Advisory Team (RLAT) brought the meeting to order. Ms. Rice provided an overview of the meeting activities and welcomed new Recreation Leadership Advisory Team member, Dr. Bonnie Bryson, Louisville District.
3. George Tabb, lead a discussion of Headquarters issues including the upcoming stakeholders summit meeting, status of OMBIL and National Demonstration Lakes Program. Scott Jackson then provided an overview of major FY02 RMSP activities.
4. The next part of the program included presentations on four high priority RMSP initiatives identified in the Fall 2001 meeting in Kansas City. The following are major points included in Statements of Need (attached) prepared by Proponents and Principal Investigators under each topic:

?? "Improved Intercultural Communication with Corps Ethnic Minority Visitors",  
Phil Turner (Proponent) - Bob Dunn (Principal Investigator)

Major Points:

- Clear need for CE rangers and managers to improve intercultural communication with ethnic minority visitors (e.g. Hispanic, Asian)
- Effective intercultural communication requires "cultural competency" (language skills and the contextual understanding of visitors' behavior)
- Need to develop a nation-wide strategic plan for improved intercultural communication; need to create a CE-wide taskforce to create this strategic plan
- Specific short- term recommendations include better foreign language signage (Spanish or Asian languages); more foreign language maps and brochures; proactive recruitment of minority rangers; incentives for rangers to take Spanish (or Asian) language training ; development of practical cultural competency training courses for CE employees

?? “Visitation Estimation Business Process” - Mike Loesch (Proponent), Dick Kasul (Principal Investigator)

Major points:

- Need analysis of the status of current use estimation system in place on CE lakes
- Develop comprehensive approach based on best available information, statistical approaches and technology
- Incorporate full range of information requirements including customer satisfaction, demographics, etc.
- Include adjacent landowner and dispersed visitation
- Develop policy on CE visitation reporting (e.g. counting visitors to small craft harbors, jetties, Intercoastal Waterway)

?? “Young Environmental Stewards (YES)” - Elisa Pellicciotto (Proponent)

Major Points:

- Need to communicate the benefits of the Interpretative Services and Outreach Program (ISOP)
- Emphasize existing authority to CE leadership
- Communicate YES benefits in terms of “People Process and Communication”, the Seven Army Values and the Chief’s Environmental Operating Principles.
- Use Lewis and Clark initiatives as an initial area of emphasis
- Bring partners into the process whenever possible

?? Private sector and non-governmental organization (NGO) involvement in recreation programs - Don Dunwoody (Proponent)

- Need to effectively communicate CE authority to enter into partnerships with private sector and NGO’s to all levels within the Corps
- Seek additional authority where gaps in authority exist that adversely affect the CE recreation program
- Develop partnerships area on the NRM Gateway to provide templates for partnership agreements, implementation guidance etc.
- Establish a task force to address partnership issues

5. There was general support by the Leadership Team for the direction recommended for the four new starts. Specific comments are provided in the attached evaluation comments (attachment 2).

6. The next part of the program included presentations on the status of the following ongoing RMSPP activities:

?? Customer Satisfaction initiatives - Dick Kasul

?? NRM Gateway - Kathy Perales

?? Ethnicity and Recreation Participation - Bob Dunn

?? Recreation Benefits/Carrying Capacity - Scott Jackson

?? Recreation Trends - Dick Kasul

?? Human Resources/Recruitment initiatives - Kathy Perales

- ?? VERS revision - Sam Franco
- ?? Regional Recreation Brochures – Kathy Perales, Scott Jackson
- ?? Value to the Nation – Wen Chang

7. Darrell Lewis and George Tabb gave a general presentation on the upcoming National Recreation Summit meeting and National Performance measures that will be implemented in FY03.

8. Denise White and Scott Jackson discussed the development of the Stewardship Support Program. The Stewardship Advisory Team has been established and the first meeting of the group will be in mid July.

9. Judy Rice and George Tabb discussed the Recreation Use Fee program including the results of survey of field staff for ideas on new fees to generate additional revenue. The Leadership Team was requested to review the fee ideas and recommend fee ideas to pursue further.

10. The final major item on the program was a presentation by Terry Holt, Tulsa District on the Critical Incident Stress Management (CISM) Program. The program was developed in the Tulsa District with the support SWD and is under consideration for implementation throughout the Corps. The presentation was extremely well received and was followed by extensive discuss on how the RMSP can support the program.

11. Mr. Jimmy Carver closed the meeting with a discussion of the dates and location of the next RMSP meeting. The group decided to meet on 8-10 October 2002 in Tampa Florida.

12. Following the meeting most meeting participants participated in a field trip to J. Percy Priest Lake to learn about a recently completed recreation modernization project.

R. Scott Jackson  
Research Biologist

Attachment 1  
RMSP Spring Meeting  
14 – 16 May 2002  
Nashville, TN

**Tuesday**

0800 – 0815 Welcome, agenda overview, introduce new members - Jimmy Carver, Chair, RLAT

0815 – 0830 Remarks - Judy Rice, RMSP Program Manager

0830 – 0930 HQ Update - George Tabb

0930 – 1000 RMSP Status Report – Scott Jackson

1000 – 1015 Break

**New Start Statements of Need and Study Plans**

1015 – 1100 Bilingual Communication - Phil Turner, Bob Dunn

1100 – 1145 Recreation Visitation. Mike Loesch, Richard Kasul

1145 - 1245 Lunch

1245 – 1345 Project YES. Elisa Pellicciotto, Don Dunwoody, Scott Jackson

1345 – 1515 Private Sector Partnerships – Darrell Lewis, George Tabb, Don Dunwoody, Scott Jackson

1515 - 1530 Break

**Ongoing Activities**

1530 – 1600 Customer Satisfaction Initiatives - Richard Kasul

1600 – 1630 NRM Gateway – Kathy Perales

1630 - 1700 Ethnicity and Recreation Participation – Bob Dunn

**Wednesday**

0800 Call to order – Jimmy Carver

0800 – 0845 Recreation Benefits/Carrying Capacity, Scott Jackson

0845 - 0915 Recreation Trends – Richard Kasul  
0915 - 0945 Human Resources/Recruitment initiatives – Kathy Perales  
0945 – 1000 Break  
1000 – 1030 VERS Revision – Sam Franco

### **Other Initiatives**

1030 - 1100 Recreation Summit Meeting - George Tabb, Darrell Lewis  
1100 – 1130 Recreation Regional Brochures – Kathy Perales, Scott Jackson  
1130 - 1200 Stewardship Support Program – Denise White, Scott Jackson  
1200 – 1300 Lunch  
1300 – 1345 Value to the Nation – Wen Chang, Scott Jackson  
1345 – 1415 Recreation Performance Measures - Darrell Lewis, George Tabb  
1415 – 1430 Break

### **Special Items**

1430 - 1530 Recreation User Fees - George Tabb, Judy Rice  
1530 - 1700 RLAT Presentation Items

### **Thursday**

0800 Call to order - Jimmy Carver  
0800 - 1000 Critical Incident Stress Management Program – Terry Holt, Tulsa District  
1000 – 1015 Break  
1015 – 1100 Set priorities for RMSP initiatives  
1100 - 1200 Remaining Business, Date/Location Fall Meeting - Jimmy Carver  
1200 – 1300 Lunch  
1300 – 1700 Recreation Modernization Project – J. Percy Priest Lake

RMSP Spring 2002  
Meeting Participants

**Leadership Team:**

Don Dunwoody CENWD-MR-ET-C  
Brad Myers CENWK-OF-MI  
Dan Bentley CESWT-OD-TR  
Bill McCauley CESWD-ETO-R  
Elisa Pellicciotto CESWD-ETO-R  
Joe Sigrest CEMVD-ET-CO  
Mike Loesch CELRD-OR  
Dan Kier CESA-W-CO  
Bonnie Bryson CELRL-CO-R  
Judy Rice CECW-ON  
Scott Jackson CERDC-EE-R

**ERDC:**

Richard Kasul CERDC-EE-R  
Kathleen Perales CERDC-EE-R  
Wen Chang CERDC-EE-R  
Robert Dunn CERDC-EE-R  
Sam Franco CERDC-EE-R

**Headquarters:**

Darrell Lewis CECW-ON  
George Tabb CECW-ON  
Denise White CECW-ON

Attachment 2  
Evaluation Comments

**RMSP Evaluation/Recommendation Form**

**Spring Meeting 14-16 May 2002**

**Please comment on current work and recommendations for  
the future**

### **Bilingual Communication SON**

- Presentation is very effective. I really liked the workshop idea. I also strongly believe that we should investigate what private corporations and other government entities are doing and re-invent the wheel.
- Keep it simple. Use international symbols.
- Excellent. A lot of work went into this and some good recommendations were presented. Need to start implementations of this program.
- Obvious need to move this effort forward- Need to determine an appropriate manner to provide short term needs in the most budgeting efficient manner as possible- See this tying directly to the idea of revenue/fee increase – see a problem with increasing fees and the impact to use by this group –Solution to fee problem would eliminate this group use and move this to a lower priority.
- This subject hits at the heart of a large problem that is appearing over the horizon. The problem must be brought to the attention of the chain of command Good progress on research into the subject. Our local community college has just offered a six-week course entitled “Communication Spanish for Law Enforcement Officers.” They will send an instructor on-site. Courses as this must be identified and we must take the first step on this problem. Immediate problem in the field.
- Excellent. High priority. Training needs to address the cultures and language of Hispanic and Asian cultures. Corps rangers need to attend these types of training (not mandatory). Not only to deal with customers but also with contractors and the increasingly diverse Corps employee workforce. Need to do now and quickly.
- Excellent info feedback; issues raised-Corps needs to advance in this area-we are behind the curve.
- This is obviously a priority issue that we must address. However, the issue is bigger than just the recreation business function. We are going to have to make some big steps in order to make progress.
- Good presentation- One thought, though, instead of worrying about developing a PROSPECT course, why not take use of local entities that can offer language and cultural training- such as Hispanic community groups and colleges.
- Don't reinvent the wheel. Use existing classes/courses that are already out there. Don't overlook internal prejudices. There are no perceived problems; this initiative will not be welcomed. In rural area predominately non- Hispanic areas in the Northeast this will be hard to sell.



### **Recreation Visitation SON**

- Impressed with the overview and recommendations. My 15 years in the field convinced me that the information process gives unreliable data. I give this initiative high priority. We need something reliable on which to base important decisions and to measure the impact of various programs and policies where possible.
- Updated visitation numbers are more and more important in our fast paced world of information dead ends. Continue to develop and update VERS.
- Very important issues that needs to be acted on quickly. This information is utilized by many different entities. The visitation figures need to be dependable and timely. Like the idea of computer hand held data entry.
- Need to move forward with this need if the budget situation will regain funds to performance
- Our lake's survey is over 20 years old and camping trends and uses have changes during this period. Also there is a lot of visitation in our upper areas that is estimated often on the low side for such activities as hunting, and watching wildlife. We are not getting credit for the customers that we serve. Since this is tied to funding this problem must be served. So much is tied to visitation and we are NOT counting our visitors.
- Excellent. Very Important. This needs to move forward as expediently as possible. VERS chief-server is extremely important to the field. Development of strategy is critical as well as addressing who do we count- other functions like navigation (structures and locking)
- Heed to tie into business process, OMBIL connection. No alternative must be done. Continue the work unit.
- As numbers continue to drive everything we- Again, this is an important area. We need to pursue without defendable data it is impossible to justify what we do. This is area that we need to pursue.
- Good presentation.
- This was a bit confusing. I'm not sure we are accomplishing this. There seems to be conflicting statements as it relates to OMBIL. Can we break out of this two component and address the VERS update first and the addition of other components later? The rest of it will take some further thought that I fear may delay the progress of the unit as a whole.

**Project YES SON**

- I learned a lot about the issues in this presentation. I agree wholeheartedly that the backyard issues that need support for resolution so that this report can go forward in a timely measure.
- Great opportunity. We should continue to develop and implement as soon as possible.
- Could be a very beneficial program. Need to go a quick legal opinion on ISOP and get on with developing the program. L & C would be a great way to start YES off.
- Good effort but don't see the support at the level sufficient to enlist the ISOP to make this a reality-think we need to be very careful about using the ideas of "no authority" in presentation of why we should do this effort-do not need to make this point in any presentation outside this group.
- Outstanding initiative. We must resolve the legal problems and get it into the chief's hands in order to receive command support. This has the potential of tremendous community support in our outreach program. Good initiative that could gain COE recognition.
- Excellent. Move forward aggressively. Time frame with Lewis and Clark makes timing critical regarding this.
- Great opportunity/ interpretive outreach. Let's move forward; brief DCW/chief; implement KY03
- Good program that we shouldn't have to sell. Resolve. Authority issue-then just does it!
- High priority. This goes right into people, process and communications and can help us accomplish a lot. Also we're already halfway there.
- Incorporate the chief's Environmental Operating Principles into the program. It is very important! Do we need to tie in more engineering aspects to make it more appealing?

**Private Sector Partnerships**

- Good info about an area that needs a lot of attention. The partnership position in CECW-ON will help immensely.
- Develop a cookbook guide for folks on the ground at the project level. Acknowledge the risk involved. Address partnerships in the tapes of various potential players.
- Need to simplify procedures. Has great potential but we need more partner friendly regs.

- Need a lot of clarification and direction on what is legal and within Corps policy to do to make this work-Need to make the challenge Partnership Program compatible with any future direction
- Probably the most important initiative we face since it is tied to funding. The partners are there but priority emphasis must be placed on resolving the legal questions and guidance be given to counsel nationwide. This initiative is number one on the list. Importance I consider this effort the most important. Legal issues must be resolved. Work is now being done in the field and cannot be finalized until the issues are resolved. I look at these partnerships as our future.
- Strong need to develop templates for various kinds of contributions and partnerships that is supported by counsel and others so that if the process is followed. Partners want results quickly and with our levels of overhead expense.
- Critical issue for future of Corps NRM/REC Program. Agreement with NEETF; IPA with NEETF; partnering team to work with new “partner person” in CECW-ON are still much needed parts of this puzzle. This work area needs immediate action!! The dividends can be tremendous. This will require Corps wide teams at all levels to accomplish.
- SON will be developed. Something that we need to continue to pursue.
- We have so many ideas/areas that implementation would be tremendous- getting “buy in” from the Corps. This really needs to be worked.
- This will take some very intensive work. Don’t try for the whole ball of wax at once. Pick the one instrument that will do us the most good and focus on that. The other templates will fall into place. Have at least one lawyer advocate on the team to talk turkey with HQ OC. This is our future. It’s full of promise if we do it right.

**Customer Satisfaction Indicatives**

- Approach makes sense and appears manageable.
- Continue to maintain our focus on customer satisfaction. Find new ways to identify their needs and desires. Do it timely and act to meet their needs.
- Good programs, as it is very important to measure customer satisfaction. May need to expand the program in order to get better data.
- Need to move this effort forward quickly if we are required to use performance measures to get funding for projects
- Very important since it will be tied to funding. OMB mandates
- Very Important. Need to make mandatory at proper level. Continue to do national level survey. Need to develop customer cards for shelter use brochures, backdrops and picnic areas. (If we can charge their use)
- Much needed information. Difficult to determine results. What do we do to work with it; how do we use it? Who do we give to? Packaging, interpreting, and delivery are a challenge of this work unit!
- Agree with the direction and level of effort.
- Excellent presentations.

**NRM Gateway**

- Impressive usage statistics. The best tool for the field I have seen in my career.
- Wonderful tool. Prompt the work force periodically by e-mail to direct their attention to Gateway features.
- An excellent tool. Continue to enhance and update. I like the suggested navigation changes (by topics).
- Significant benefits to Corps as a whole- just need to keep spreading the word
- Outstanding presentation. We must get the word to the field Ranger through all the means available. Somehow we must show these rangers the value of the sites. Once a visit is made to retrieve the data, it will become the main source of information, which is the primary reason for establishing the site. This is an essential source of information.
- Highest priority. Keep moving forward. Need to get the stewardship up and running- much of the stuff I developed for the North American Bird Association Initiatives is actually getting dated. Need to evaluate it as a template for the stewardship one and get with it. It has been

close to a year on this stuff.

- Kathy super job!!!! Outstanding! Great tool! Continue to expand to public.
- Great! Great! Great! Let's keep on doing what we are doing and continue to grow this effort.
- Excellent program. Let's keep moving forward with this.

**Ethnicity and Recreation Participation**

- The more I hear about this the more convinced I become that it deserves all the attention that it is getting.
- Select some pilot projects to develop Rec. facilities for various ethnic groups.
- Interesting. Good information.
- Think what we do with the revenue/fee increase issue will impact this situation- if the perception is no impact, then we need to move forward with this effort, if the benefits and recreation use can be justified.
- Good information to show future trends. Without funds little can be done with the information- there is a lot of back log maintenance issues ahead of this one.
- Needs to get results to the field. Need to roll this conformation into a form that can get to the field and incorporate the facilities as standard test groups for incorporation.
- Important information for recreation facility planning and improvements. Is Corps willing to do what is required to meet the needs of these different groups? I'm not sure how much additional information we will need if Corps doesn't take the first steps to change to meet needs of these different ethnic groups.
- Good effort should continue. Anxious to see publication.
- Very important issue. We are going to be dealing more and more with this.
- The concept of ethically universal is right on the mark and we should enhance whole-heartedly. If we engage in more partnerships. I can see the ability to construct these much-needed facilities rather than wait for normal budget to do it.

**Recreation Benefits/Carrying Capacity**

- Good info
- Continue to develop criteria for determining carrying capacity. It is a future reality that will come to many of our reservoirs as they develop.
- Like the idea of providing carrying capacity guidance
- Continue to work this issue but don't think this is priority as previously thought
- Benefits information is essential in educating our partners. This information is directly being used by managers and rangers to "involve" the lakes into the communities. This is tied and very

essential to the partnership effort.

- Still at study review stage and development. Looking for several projects to combine benefits with satisfaction and carrying capacity. Important but some of the other items may have some high priority.
- Good information (benefits) for delivery to stakeholders. Gives support and credibility to the program. Managers need this when they talk to the stakeholders. Carrying Capacity needed for recreation planning and ties into modernization etc.
- Continue these efforts
- Good effort-continue
- I believe a lot of stuff has been done on this - good work by WES. I would like to suggest that we take advantage of some of what is already being done in some areas- such as Lewisville Lab and Ft. Worth. Low priority at this point due to the fact that so much has been done and may need to go out to the field to take advantage of their efforts.

**Recreation Trends**

- Continue to work this crystal ball to drive budgeting and planning to meet customer needs.
- This is very important work.
- Some excellent information is coming out of this. Definitely need to continue this effort.
- Always good data that can be used for Corps program direction and when we need to focus efforts- provides administration and managerial focus
- Manager's survey – good information. Really need statistics from industry to present to command chain. Information will be started among other managers within my district. Very interesting NRRs information. Necessary information to justifying moderation packaging, but again we must maintain what we have.
- Very important data- should continue high priority and implementation of present effort. Data is critical so to takes many aspects of the program, dealing with management, budget, etc.
- Much needed data and information. Can't plan for future without this information. Continue effort. Corps must find way to adjust program to these new trends.
- Good info. We need ASAP.
- Another very important issue- I have sat in on some of these presentations by WES and feel it is something that needs to be looked at for the present and the future.

**Human Resources/Recruitment Initiatives**

- Good work! Great potential and can be used by the field.
- Continue to develop outreach programs to cultivate interest in Corps jobs with target groups. Utilize the proved "COOP" program to grow potential recruits.
- Very good initiative. Continue to develop.
- Issue of relevance but this is an issue that has a deep rooted perception of the Corps that may never be overcome in the biological profession.
- Very good initiative. There are no minority students in our area that could be recruited into co-op programs. This gives managers a source. In order to prepare for the future we must have a source of quality individuals to replace those leaving within the next 5 years.
- Continue on. We have contacts in Ohio, for example, where we can get there diskettes in high schools and colleges in Ohio. These people are very important, high priority, items. They should be massed



produced for us so we can distribute them to schools in our area.

- Excellent coordination on Kathy's part. Great ideas for NRM folks. Continue effort and coordination.
- Good initiative and coordination continue.
- Let's look at the capable workforce initiative. Great concept, but unless we have a way of retaining / recruiting- particularly a minority, recruiting area, Capable workforce will never work.

**Recreation Stakeholders Meeting**

- Good info, good concept
- As we continue to seek out volunteers, partners, outside money, and manpower, the importance of our stakeholders informed and energized is always growing.
- I think this is very important. Don't let it fail to happen. This may also open the doors to the partner with some national partners.
- Something that will be beneficial in testing – likely that this will be a funding issue solution and we may be in worse shape publicly after we have what needs to be done when the Corps still can't perform
- Good update and necessary to obtain feed back from Industry. Hopefully relationships established can be extended to individual lake projects. Relationships and data received could be critical to the future of the recreation program.
- Continue on with effort. It is going to occur.
- Very important. Work has already been; meetings are ongoing. All managers should conduct stakeholders meeting. Recreation Summit-combined meeting will be difficult. These are stakeholders that will want to attend ES & REL sessions. Partnership barriers present obstacle in dealing with stakeholders.
- Continue-yes we need this.
- This seems to be very important to most everyone who talks about this – but we are prepared to act on what comes out at these meetings? Also, in some cases we haven't had a good turnout. I think we may have to find a way to expand and interest stakeholders.

**Recreation Regional Brochures**

- This is an exciting opportunity. Web-based brochures make them available and up-to-date. State maps are excellent. The breakdown of partner's org that we need to refer visitor's to is by state. I had a small problem with the regional boundaries, but overlapping KY/TN on the two maps would eliminate that for me. Map by market is also a wonderful concept. At project level I got asked primarily for info on (1) camping (2) fishing (3) hunting. At district level, most requests are (1) camping, (2) trail (occasionally but not at real heavy demand. I am concerned about the scale of regional brochure: home computer ability to print on 8.5 and be able to read.
- Would very much like to see the regional brochures developed. Need to make sure this effort develops and provides a hard copy brochure, not all "Rivers" are computer savvy.

- There is a lot of demand for these regional brochures. Should be based on camping but include a listing of other activities/ facilities. Include Internet links for further info.
- Good product but there is a large amount of info presently available
- What about producing these maps on CD's and offering the CD for sale from the lake offices. I think since it is a new item to replace the old regional maps. I really don't want to get in the business of individually printing the maps for visitors. The public is not used to buying a brochure, but would pay for a CD. I agree that we need to consolidate to reduce cost. There are just more pressing issues. This needs to be done and would not take a great deal of effort.
- Reduce from 10 to 3 brochures. Create a camping oriented brochure. Create statewide maps that are down loadable. Put camping stuff on one side and NRRS on the back. Needs to work with USFS, NPS, BIA, BLM, to create a Federal level camping brochure-way to get them funded. Create corporate forest brochures so layer maps are more informative. Possibly next to Gateway as most important. These are products customers and field personnel really need.
- Wen again you hit a homerun!! Excellent idea to reduce number of brochures. Three or four map/ brochures would be ideal. Camping brochures is a good idea-may need other activities included also. Move forward- sooner the better!
- We definitely need to move to internet-based maps. Large prints should not be pursued.
- Ummmmmm, I'm not sure about this one. It's a worthy idea and may save a lot of difficulties associated with the 10 brochures system we have right now. I'm not sure if we are at a major critical point on this right now though.

-VERS Revision- Excellent suggested changes to the VERS and visitation survey changes. Implement ASAP!

**Value to the Nation**

- Excellent! This is extremely useful. Great job, Wen!
- Powerful stuff! One of the best tools to come along, continue to develop this tool to its full potential.
- Excellent! Be sure that the reports are as accurate as possible.
- Good idea-need to move forward
- Very Necessary initiative- In order to establish partnerships this information is essential. Excellence effort to provide the manager with data that can be sustained and can be used to establish the value of the project within the community, state and region. Value to the nation web site is excellent. Again, this is ties to Benefits Partnerships effort and is essential information.
- Excellent need to add sections of benefit topics such as “health of the nation” and for “qualities of life” Critical tool for dealing with Congress. Very powerful for use of Division, district, and projects. Websites very important.
- Wen this is great! Meaningful way to tell the story. Useful tool for managers in field to convey economic impacts. Great for stakeholders. Tremendous marketing tool. Continue to provide this info to MSC/Districts/Projects. The sooner the better!
- Great effort! We need to continue this effort.
- To me, this almost exactly emulates the YES program- a lot of what I heard can be integrated right into the YES-ISOP push
- Impressive. A tremendous asset if up to date. Field managers will want monthly updates. Very useful for congressional meetings, How can we expand to include other program elements? We need to think beyond OPS some point and start to market the whole Corps to the Nation.

**Recreation Performance Measures**

- Wish I had some suggestions. Obviously important!
- I liked Darrell’s ideas for establishing recreation unit days and parking unit availability as possible recreation P.M.’s for budget sensitive needs. Must be careful what P.M.’s are identified and make sure that all understand the need for uniformed response as to impacts.
- Sounds like a necessary evil. I will take the word back that the OMBIL data must be entered soon and entered accurately.
- Apparently a critical component that must be addressed
- Good update since it will be tied to funding. Measures given are attainable. Looks like the majority of effort is done until the next step

but with the threat of the tire with functions it is very important.

- Very important. Dollars of economic activity generated per dollar of O&M expended visitor.
- Sounds like this is a threat area if we don't comply. The measures we have are not adequate. Need budget sensitive measures.
- Number of recreation units. All things considered I think we're ok moving in this direction. Need to keep close tabs on how this plays out.
- This looks like a necessary issue. I had already heard there was a push coming down on these three OMB. Anything that will impact budget allocations has to be considered a priority.
- Although I understand the need. I've always been skeptical about the results and how valid they are. I believe that field feels even more skeptical and strongly about this because that can not relate to these values or measures. I'll wait and see more.

### **Recreation User Fees**

- Change separate NRRS reservations fee, and Golden discounts don't apply for that.
- Include boat decks permits as recreational use fees
- Reduce Golden discount(10% instead of 50%)
- Exempt campsite utilities from Golden discount.
- Entrance fees (I put this one last because of impact on field
- Why not keep it simple. Rather than find new services to charge for, Let's do the math and up the fees for camping and day use by an amount appropriate to raise the \$4-5 million. Let's not create an administrative nightmare with more revenue collection points.
- Need to be returned to the projects, but not as an O&M offset.
- Critical component that must be addressed- Need to get out of the rut and start acting like a business if we are perceived as a business, if we are perceived as a business- think that cannot publicly and politically sensitive on this issue.
- Brainstorming good way to get ideas. Please inform the team what the top items that will be pursued. This will definitely impact the projects- good or bad. Affects the future of the rec. program. The wrong move here could result in a loss of visitation and corresponding dollars
- Based upon projections done in my Markov-chain modeling fees paper, the needed revenues can be obtained through implementing the things that suggested in the paper. Items are listed include various pricing schemes and by charging business processes. Day use stickers required for utilizing any of the activities at the corps etc. (see paper) provides list of things that can be done all districts so everyone knows what can be done.
- Collect additional \$25 M in fees. Challenge Top 3. Charge entrance fee for day use. Annual pass option included (like fishing, hunting licenses). Shoreline management administrative fee- \$300-\$400. Also charge for camping. Most of the other options are band-aids and several options will increase administrative costs.
- See List
- Important because it is a here now issue.
- Change NRRS to have camper pay reservation fee separately instead of absorbing cost. Change entrance fees to projects. Build cabins. Return all fees back to projects. Eliminate the Golden Age Passports.

### **Post Trauma Counseling Program**

- Excellent!
- Good stuff. Share it with the rest of the Corp and develop as needed. Protect and safeguard confidentiality.
- Excellent and well thought out program. Implement in all divisions nationwide.
- Move out with this- Need to focus on central funding- Need to stress this as personal choice- Need to keep program focused on NRM program to start with, do not need to dilute this work with a Corp wide effort
- Excellent information. This message must be “sold” to the chain in order for it to be supported. This message must go forth. This is for our people.
- This program should be implemented across the entire Corps and RM program. Training sessions should best be set up to get DCW to endorse this as a national program for the Corps-this will speed implementation. This is one of those, “We should do it because it is the right thing to do” type items.
- Good information. Much needed for Manager/ Ranger Field
- This is an issue that needs to be addressed Corps-wide. A step in the right direction is to educate our workforce to simply become more aware of the problem. This should be something that is incorporated into VA training program. Should investigate pursuing down the EM line money. Create a link on the Gateway.
- I’m a true believer – I’d like to pursue how we can best go about this to make it a national program.
- I would like to see this happen from the grassroots level. Only because I think it would have a better chance of buy-in from the mid-level managers. This is really impressive and well thought out. Kudos to SCOD and Terry Holt in particular. You can tell that this comes from the heart of him.